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15 March 1965

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Operations School

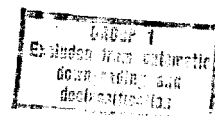
SUBJECT : Course Report — Chiefs of Station Seminar No. 2
23 February - 12 March 1965

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1. The second running of the Chiefs of Station Seminar was given from 23 February through 12 March 1965, half days except for one full weekend at [redacted]. The class, held in Room 1A-13, Headquarters Building, consisted originally of thirteen officers signed up, but three of these never actually attended any sessions as students. Of the remaining ten, one attended only the first week, but he was replaced by a TDY officer who took the last two weeks. Of this shifting population who actually attended more or less of the Seminar, three were due to depart within a few months as chiefs of station, two as deputy chiefs of station, three as chiefs of base, and one as chief liaison officer in a large station (attachment A).

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2. Since this was only the second running, the course still had a somewhat experimental cast (attachment B). The major variations from COS Seminar No. 1 were the following: A) TND capabilities other than [redacted] were covered in a hour's session; B) there was a DEP [redacted] management seminar; C) [redacted] operations were covered in an hour's session; D) there was a full day of presentations dealing with development of sources against the hard targets [redacted]; and E) the Director of the Attache Department at the Defense Intelligence School addressed the group on [redacted].

3. Other than these changes, the main shifts were simply matters of who spoke, rather than what was covered. In addition, there were, as usual in a course which relies heavily upon invited speakers, a number of last-minute shifts for various reasons. These totaled nine finally-effective program changes out of sixty originally-invited speakers.

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4. As before, many prominent officers of the Agency participated effectively and enthusiastically. The AED/P kicked off the course and a target of opportunity, [redacted] (former Chief of Station [redacted]), gave an extra session on the particular preoccupations of his post. The Executive Director gave the baccalaureate address on the last day; the DEH talked for an entertaining hour; Mr. Peter Jessup came from the White House to share his particular view of national events and patterns with the Seminar; and some fifteen chiefs or deputy chiefs of major components (divisions, offices, staffs, etc.) discussed their units and affairs. Some twenty-three former chiefs of station also participated. Outside speakers included [redacted]

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[redacted]
Ambassador Edmund A. Gallion, now Dean of the Fletcher School of Law and Diplomacy; Mr. Dick Sanger of the State Department and the National Interdepartmental Seminar; [redacted] formerly Chief of Station [redacted] and now with the Defense Department; and [redacted] USA, Director of the Attache Department of the Defense Intelligence School.

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5. As in the first running, all participants made out daily critiques and were invited to write a final critique if there were anything additional to say. In general, the daily critiques seemed refreshingly candid and useful, as well as approving.

6. One by-product from the course was a suggested operational and managerial check list for outgoing chiefs of station, which appears as Attachment C.

7. The next running of the Seminar, scheduled to start 19 April, is rendered uncertain by the fact that the chief instructor has been required to proceed on a rather lengthy overseas TDY. Whether or not that running is held, it would seem clear that the Seminar has achieved a solid acceptance within the DEP. There remain, however, many unsolved and perhaps insoluble problems of scheduling, since prospective chiefs of station are always deeply involved either in the day-to-day management of desks and divisions or in processing to go out, and this means that they are somewhat inconstant as a student body.

SIGNED

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[redacted]
Chief Instructor

Attachments:

- A - Student Roster
- B - Course Schedule
- C - Suggested Outgoing COS Check List

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